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**Gatorade's Approach to Obesity
in the Hispanic Market**

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Report

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**Gatorade's Approach to Obesity
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The University of Texas at Austin, 2010

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As the largest and fastest growing U.S. minority, the Hispanic market has become an increasingly significant contributor to the nation as a whole. More so than ever, marketers would greatly benefit from reaching out to this demographic, drawing inspiration from all of the characteristics that make it unique. In seeking to increase the appeal of their products, advertising plans should be developed such that all efforts take advantage of an opportunity such as this without negatively affecting any serious conditions prevalent among the population. In the case of Latino adolescents who are more likely to consume certain products such as sports drinks, but suffer disproportionately from obesity, it is crucial that food and beverage manufacturers like Gatorade approach this target strategically. Gatorade's strong dedication to improving athletic performance offers the chance to become a positive contributor to the health and well being of Hispanic teens.

The analysis and recommendations herein seek to guide Gatorade in addressing Hispanics in light of recent trends and demographic shifts. The tactics considered include the promotion of the many healthy options among Gatorade's existing product lines, as well as ways to develop new ones targeted at young Latino males. Drawing from current advertising reaching out to the leading sports drink consumers, 'REPLAY The Series' would be another method that could be tailored to reach a greater number of this ethnicity. Finally, in recognition of the many advancements in digital technologies such as location based services, and young Hispanics' greater likelihood to make use of cell phone applications, a mobile component is recommended, focusing on bringing these teens together and facilitating physical activity. With marketing ideas built upon the role sports drinks could play in getting Hispanic adolescents active, Gatorade can continue its dedication to superior athletic performance with further potential to become a role model for the marketing industry as a whole.

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INTRODUCTION

2010 thus far has proved to be an enlightening year for advertisers and our country as a whole. Highlights from the first half reflect how much our world is changing. Both the U.S. Census and the World Cup brought to the forefront the true importance of the growing Hispanic market. The 2010 Census results will not be released until the end of the year, but that has not stopped marketers and statisticians alike from making impressive projections, some even figuring the Hispanic population at 50 million. Moreover, in comparison to other demographics, a larger percentage of those individuals are younger than the average American (Mizrahi & Konig, 2010). Therefore Hispanic adolescents especially will become more and more important in years to come.

Although just recently catching the attention of the country as a whole, the Hispanic market has taken years of growth to reach the extraordinary estimates reported today. A more persistent national concern that began developing decades prior to the arrival of 2010 is the high prevalence of obesity. Even so, this matter has received a significant amount of press in the last year, particularly as it relates to the wellbeing of adolescents given that overweight children have a greater likelihood of becoming obese as adults (Wang & Beydoun, 2007). Many politicians have launched campaigns to counter the epidemic, often blaming the practices of the nation's leading marketers (Pepsi Co, Inc., 2010b). Company's producing high calorie beverages, such as Gatorade, can no longer afford to overlook both the impact of their products and the ways in which they are advertised. Hispanics, especially teens, are regular consumers of sports drinks, while suffering disproportionately from obesity (Mintel, 2010a; Wang & Beydoun, 2007).

Although a link between sugar sweetened beverages and weight gain has not been definitively established, the effect of a drink's calorie content on one's health remains an important issue in need of further investigation.

Many marketers are aware of the fact that in coming years "U.S. born Hispanics will require marketing campaigns that take into account their unique cultural background" (Mizrahi & Konig, 2010). However, it is imperative that they go beyond culture and consider all differentiating aspects of this group. Even with the obstacles at hand, there are increasingly more marketing opportunities within Gatorade's reach for targeting this worthy demographic. The analysis and recommendations herein seek to guide Gatorade in addressing Hispanics in light of recent trends and demographic shifts. Thorough review of market data and pertinent issues facing the nation as well as past and present examples of Hispanic directed advertising provide support and inspiration for the campaign ideas recommended. All evidence considered points to the promising prospects of a tailored marketing effort for the U.S. Hispanic market. The distinct nature of sports drinks as opposed to other high sugar beverages is their tie to athletics. Gatorade's exclusive focus on improving the performance of active consumers presents further potential for going beyond the primary aim of appealing to active Hispanic adolescents. A strategically developed, culturally relevant marketing campaign may even be able to face head on the higher prevalence of obesity and join Gatorade in the efforts of Hispanic youth as they seek to overcome obesity and pursue a more active, healthy lifestyle.

BACKGROUND

The Hispanic Market.

Demographic Profile. The U.S. Hispanic market cannot simply be lumped into the mainstream target of just any marketing campaign. Marketers should recognize not only the sheer size of this group, but also the characteristics that make it unique culturally and demographically. As the largest and fastest growing U.S. minority, Latinos made up 15.8% of the total population in 2009, a little over 48 million altogether (U.S. Census Bureau, 2010). Estimates for the 2010 Census are even higher, placing the total population at 310 million and that of Hispanics at a full 50 million (Mizrahi & Konig, 2010). Moreover, according to Jeffrey Humphreys (2008), “by 2013, one person out of every six in the U.S. will be Hispanic” (p. 7).

This group is also younger than the general market, contributing more to the youth segment of our country as a whole. According to Pew Hispanic Center (2009a), the young Latino population has already reached a significant level, noting, “one-in-five schoolchildren” and “one-in-four newborns is Hispanic” (p. 1). With a third of this group under 18 years old, the median age is 27 compared to 41 for non-Hispanic Caucasians and 32 for Blacks (Pew Hispanic Center [PHC], 2010). Another third of this group is between 18 to 34 (Figure 1). Isaac Mizrahi and Howard T. Konig (2010) further point out that for this reason, “any marketing plan targeting youths must take into account Hispanics” (p. 12). The higher prevalence of young Latinos contributes in part to the larger households common among this group. While Whites tend to have two person families, Latinos are more likely to live with three or more members. Family is a strongly

cherished aspect of Hispanic culture.

Apart from multiple children who generally value living at home until married themselves, these families tend to have the addition of extended relatives as well (PHC, 2009a; PHC 2010).

Geographically, a high percentage of Hispanic consumers are concentrated in much of the Southwestern United States, making up 38% of the population of both Texas and California, and a full 45% of New Mexico (Mizrahi & Konig, 2010). These areas of dense Hispanic population are partially a product of their proximity to the Mexican border, also demonstrated by the greater concentration of Latinos originally

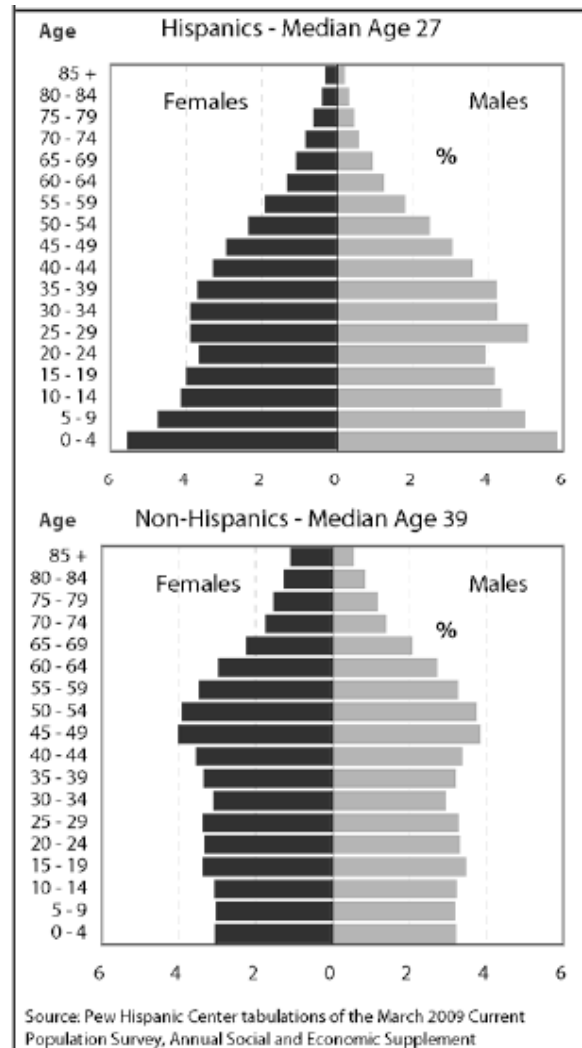


Figure 1. Age Distribution of Hispanics and non-Hispanics

from that country. Although there are at least 20 different countries from which Hispanics migrate to the U.S., a majority of immigrants are of Mexican decent (65.7%). The next largest nationalities represented are Puerto Rican and Cuban, 8.9% and 3.5% respectively. However, dense pockets of these two populations are more likely to be found in New York and Florida, also states with high percentages of Latinos (PHC, 2009b; PHC, 2006). Even with continued immigration, almost two thirds of Hispanics in

2008 were actually born in the U.S. Furthermore, this native group is growing at a faster rate than foreign-born individuals. As might be expected, U.S. born Hispanics tend to be younger while more immigrants are at least 30 years old (PHC, 2010).

Other general tendencies seen in the U.S. Hispanic population have to do with lower educational attainment and the impact that can have on future employment. More frequently than other groups, Latinos fall short in reaching high levels of education, with far less attending college than Whites, Blacks, or Asians. Dropping out of high school is also slightly more common, but less so than in previous years. Occupations frequently held by this demographic range from cleaning, maintenance and construction to sales, food preparation and office support. Fewer Hispanics achieve management roles in comparison to Whites, a more dominant ethnicity within the business world. Both the amount of education received and positions held influence income. More Whites and Asians have high personal earnings and household incomes than both Blacks and Hispanics. However, on a positive note, while not at the level of Whites or Asians, the situation is slightly better for Latinos than Blacks (PHC, 2010).

Economic Summary. Even with a bleak picture of Hispanic success in school and careers, education rates are improving, and many organizations have embraced diversity, striving to make opportunities available to all ethnicities. Moreover, much of today's Latino youth are optimistic about their current situation and value occupational success, eventual marriage and parenthood in their futures (PHC, 2009a).

Economically, this demographic is promising for many marketers. Regardless of the tendency to have less education and lower incomes, Hispanics as a whole wield a

considerable amount of buying power. As defined by Jeffrey Humphreys (2008), *buying power* is “the total personal income of residents that is available, after taxes, for spending on virtually everything that they buy” (p. 1). Humphreys’ estimates figured that of Hispanics at about \$913 billion in 2008, higher than that of any other minority. Additionally, as a result of greater expected population growth, Hispanic buying power is seen to be increasing at a faster rate than other U.S. demographic groups. The ways in which Hispanics tend to spend a majority of their available funds is also unique. More so than the general market, they concentrate on purchasing groceries, telephone service, clothing and/or footwear, and gas (Humphreys, 2008).

Inner Diversity. Below the surface of the many unifying characteristics, the variety of individual segments within the Hispanic market demonstrates its great diversity, a feature commonly noted even among the group itself (PHC, 2009a). First of all, though Hispanics share certain cultural qualities, each nationality carries with it unique historical events and family traditions. The amount to which each Latino holds on to its heritage depends upon a number of factors, ranging from recency of migration to attachment to cultural identity. Acculturation, a term used to describe a possible outcome of culture contact, is commonly defined as “a process in which individuals may learn and/or adopt certain aspects of the dominant culture and in some cases retain most or some aspects of their culture of origin” (Alaya, Baquero & Klinger, 2008). U.S. Hispanics are seen to do this more with each generation. First generation Latinos, or immigrants, are most likely to stay true to their cultural heritage as they enter the U.S. Second generation, the children of immigrant Hispanics, experience and generally adopt

more of the American culture with time spent in the U.S. This process continues through third generation and beyond, but an appreciation for original Hispanic heritage is rarely lost entirely no matter how many mainstream habits are acquired (PHC, 2009a). In fact, as this minority makes up more and more of the U.S. population, Latino culture is likely to have an increasing impact on the culture of the general population as opposed to the other way around (Francese, 2010).

According to the latest Pew Hispanic Center estimates, language dominance among Hispanics varies by age and origin. Younger Latinos tend to speak English very well, usually learning it in school. 77% are English dominant or bilingual as opposed to Spanish dominant (23%) (PHC, 2009a). This is most reflected by youth that were born in the U.S. Older Hispanics, however, are more likely to have trouble understanding English, preferring not to use it in the home. In fact, the majority of foreign-born Hispanics over 18 are uncomfortable with English for regular communication. As would be expected, the more recently an immigrant came to the U.S., the less likely they are to understand much English (PHC, 2010). Common factors influencing language dominance are generation, age, and educational attainment, among others. Generally speaking, the more time Hispanics spend in the U.S. and the higher their level of education, the more English they speak and rely upon daily. According to researchers at Pew Hispanic Center, while only 23% of first generation Hispanics could be considered fluent in English, by second and third generation a full 88% and 94% “speak English very well” (Hakimzadeh & Cohn, 2007). Overall, bilingualism and English dominance are more and more prominent today.

Media Habits. Not surprisingly, Hispanics have a variety of unique preferences when it comes to media and technology use. Many of the previously cited dimensions of difference within this population such as place of birth, generation, and age also have a strong influence on media habits and adoption. For the most part, Hispanics consume content in both English and Spanish, with the total amount of each depending upon degree of acculturation. This is true of most if not all forms of media, from traditional print and broadcast to the many digital options offered today. The cultural duality of many Hispanics is a likely contributor to the overlap in languages of content consumed. Availability also has a probable impact given that some things simply aren't offered in the preferred language. Online, for example, 27.6% of the content is in English, while only 7.9% can be found in Spanish. Moreover, in a study conducted by AOL Advertising, many Hispanics noted the insufficiency of websites in Spanish, deeming them less useful or detailed than the English counterparts (Bloom, Pousa, Resnik & Rodick, 2010).

Despite the claim that traditional media outlets, like television, will eventually be replaced by the multitude of digital options, this has not proved true for any U.S. ethnicity. Overall, the average Hispanic watches about 30 hours of TV a week, comparatively less than other minorities (Pirovano, 2010). However, according to The Nielsen Company (2010), the time spent viewing daily increases with acculturation and English dominance. Univision, Telemundo and TeleFutura, TV networks with the highest ratings among Hispanics, are predominantly Spanish language (Neilson Co. as cited in Advertising Age, 2010). Nielsen (2010) further reports that 66% of Latinos are watching some TV in Spanish and 86% watching some in English. The most popular Spanish

shows are telenovelas, while the English TV attracting a great many Hispanics is equally favored by other ethnicities (Pirovano, 2010). Television is enjoyed most for its entertainment value (Magazine Publishers of America [MPA], 2007).

Radio is another popular and pervasive medium among Hispanics, having an overall reach of about 94%. Individuals within this demographic made up 13% of the U.S. listener population in 2009, each on average consuming around 16 hours of radio a week, a cumulated total higher than that of the general market. While Hispanic radio listeners come in all ages, the audience is mostly male and between the ages 25-34 (32.2%), followed by 35-44 year olds (23.4%) and finally 18-24 year olds (17.6%). Latinos tune in at-home 40% of the time they spend listening and 60% while they are away: in car, at work and otherwise on the go. Although Hispanics tend to listen at equal levels all days of the week, most radio play happens during daylight hours (Rodrigues et al., 2010). The trend of language overlap seen in television is also present in this medium. 60% of Hispanics listen to content in Spanish and 73% in English (The Nielsen Company, 2010). The most popular format overall is 'Mexican Regional' attracting 20.6% of total listeners. Even so, other frequently chosen formats for both the English and Spanish speaking audiences are 'Spanish Adult Hits' and 'Contemporary' as well as 'general-market Adult Contemporary' and 'News' or 'Talk radio' in either language (Rodrigues et al., 2010).

In print, a majority of Hispanics are magazine readers, comparable to the general market. In 2007, at least 75% of adults within this demographic were consuming magazine content. Hispanic teens were also reading at a similarly high rate, around 80%

overall. Among adults, 18 to 34 year olds are the most frequent readers, representing a full 53.1% of the Latino total. Titles in the following categories are the most popular: Women's, Editorial, and News or Entertainment Weeklies (MPA, 2007). According to 2006 Synovate research, Hispanics look to magazines equally for entertainment and advice. It was further noted that this medium provides an outlet for quiet time and relaxation. Even so, there seems to be a social component to the content, as it is a common source of things to later share with friends and family (as cited in MPA, 2007).

Not anywhere near obsolete among this demographic as thought to be in others, newspapers prove to be an important source of information for U.S. Hispanic consumers. In 2008, around 57% of Latino households were reading an ethnic paper each week (Whisler, 2009). Among general market newspapers, readership was much lower with 43% of the adult population, with more White daily readers than any other group (46%) (Newspaper Association of America [NAA], 2008). While English language papers have been seeing declines in readership, many closing up shop, Hispanic directed news media has grown. Compared to general market newspapers that saw a 10% decline in circulation over the past 10 years, circulation of Spanish papers went up from 1.7 million in 2002 to 17.8 million by 2008, an over 900% growth (Latino Print Network as cited in Nealy, 2008; Whisler, 2009). That year there were around 834 Hispanic newspapers, but according to Kirk Whistler (2009), a *Hispanic Link* reporter, new titles are added each week to serve more markets. Thus, Hispanic print is seeing increases in the number of papers printed, overall circulation and total advertising revenues. As with English language newspapers, many Latino titles have shifted to online reporting. Although not

yet as established as general market online press, by 2009, 443 Hispanic newspapers had added a website with weekly news content (Whisler, 2009).

While apparent that Hispanics can be reached with traditional media, they are eagerly adopting new digital technologies. In fact, 27% of both foreign and native born, more acculturated Latinos consider themselves early adopters versus only 13% of the general market (Bloom et al., 2010). Just as this population is growing faster than other U.S. minorities, so too is the number of Latinos online, moving closer to that of the general market. In 2008, 64% of Hispanic adults were Internet users compared to 78% of non-Hispanics. Greater usage tends to be found among younger groups as well as those with higher levels of education and income (Livingston, Parker & Fox, 2009). Even though Hispanics tend to access the Internet less frequently than White consumers, 3 to 5 days a week versus daily, it seems that they are becoming more engaged (Lenhart, Purcell, Smith & Zickuhr, 2010). Online Latinos today are now spending more time on a greater number of pages and sites, especially those that provide entertainment content (Radwanick, 2009).

English speaking ability has an influential role in both Internet use and personal computer ownership, but that is not to say that Spanish-dominant Hispanics are not digitally savvy. In fact, 47% of Latinos are consuming some Spanish language content online and 32% not even looking at any in English. Overall, 72% of Latinos have a personal computer. Of these individuals almost 90% also have Internet access at home (The Nielsen Company, 2010). Aaron Smith, a Pew Center researcher notes that a comparable rate of Whites and English speaking Latinos, a little over 50% for each, own

a laptop and go online from this devices (2010). Generally speaking, the higher a Hispanic's income and level of education, the more likely they are to have these options.

Hispanics are commonly thought of as highly social Internet users. Beyond seeking information online, often to aid in purchase decisions, Latinos look to connect with friends and family, whether here and in another country (Bloom et al., 2010). According to ComScore, Facebook and MySpace are the leading social networking sites among Hispanics of all ages, reaching about 59% and 43% of Latinos respectively. However, Hi5 and Windows Live Profile are sites in which a greater percentage of the users are Hispanic, representing 52% and 35% of the profiles on each (as cited in Advertising Age, 2010).

Although not yet at the level of White consumers, Hispanics are active mobile phone users. According to Pew Hispanic Center, 76% of Latinos have a cell phone, while 86% of non-Hispanics do. A similar pattern is seen among younger age groups, but with slightly higher rates of usage: 78% of 16 to 19 year old Hispanics have mobile phones. All in all, as with other digital technologies, Hispanics born in the U.S. as well as those with greater education and English proficiency are more likely to take advantage of all that their mobile phones have to offer (Livingston, 2010). While it is true that less Hispanics are cell phone owners, it has become apparent that those who are use phone features and applications more frequently. On average, Whites may use 3.8 of their phone apps while Hispanics make use of a full 2 more, 5.8 in total (Smith, 2010). Some 77% of Hispanics use their cell phone to send text messages. Only 61% of Whites do this (The Nielsen Company, 2010). Latinos are also more likely to take pictures, use the Internet,

and send an e-mail from their phones (Smith, 2010). It is possible that with lower rates of home Internet access, cell phones act as an outlet for comparable connectivity.

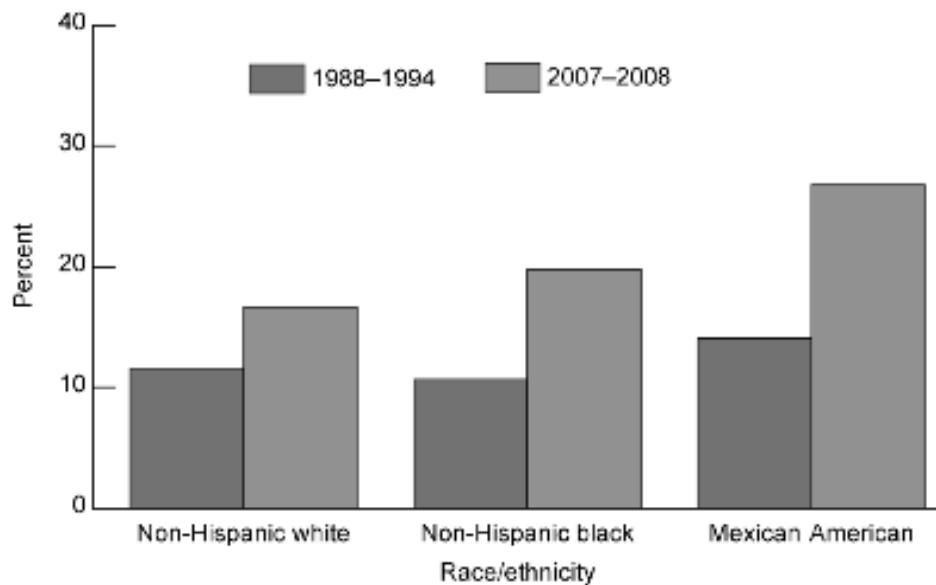
Obesity and the Impact of Sugary Beverages.

Overview. While primarily thought of as an individual health concern, obesity in the U.S. has become a full-fledged epidemic, affecting the entire population. Reduction of childhood and adolescent obesity has been added to the political agenda, aiming for a significantly lower prevalence in those within these groups (Neumark-Sztainer, Story, Hannan & Croll, 2002). Not only can it lead to an increased risk of diabetes and heart disease, but at the current rate of incidence, obesity has also triggered to a significant rise in the health care costs (Malik, Schulze & Hu, 2006; Brownell & Frieden, 2009). The term ‘obese’ refers to the condition of excess body fat. Given age and height, a person’s Body Mass Index, or BMI, is most commonly used for diagnosis, though it is not a direct measure. To calculate BMI one simply need input height and weight into the following equation: $\text{weight (kg)}/\text{height(m)}^2$ (Beydoun & Wang, 2007).

Prevalence among Adults. In adults, a BMI within the range of 18.5 to 24.9 is considered healthy (Center for Disease Control [CDC], 2010). Unfortunately, only a third of U.S. adults currently fall at or below this level (Beydoun & Wang, 2007). Between 25.0 to 29.9 is then referred to as ‘Overweight’ while 30 or above is fully ‘Obese’ (CDC, 2010). Obesity within the U.S. population has increased significantly over the past few decades, most notably since the 1960’s and 1970’s. As evident by the fact that so few American adults are within a healthy range, a great many individuals at least 20 years of

age were 'Overweight' or 'Obese', as measured in 2004, 29.1% and 37.2% respectively. Overall, prevalence is higher among males, Blacks and older individuals as well as those with lower levels of education. Moreover, the highest concentrations of 'Overweight' adults in the U.S. can be found in Southeastern states (Beydoun & Wang, 2007).

Obesity in Children and Adolescents. BMI is also used to diagnose this weight problems in children and adolescents, however, the ranges of concern are instead described by percentile, using CDC growth charts for each gender and age. Generally speaking, a BMI 'At Risk for Overweight' falls between the 85th percentile and 95th percentiles, while fully 'Overweight' refers to the 95th percentile or above (CDC, 2010). Incidence of these conditions among children and adolescents is particularly worrisome, especially given that, as previously mentioned, 'Overweight' youth are far more likely to become 'Obese' adults. Moreover, around 50% of the children who are already 'Obese' will remain so later in life (Beydoun & Wang, 2007). In 2008, about 14.8% of the American children 2 to 19 years old were at risk for weight issues and 16.9% actually 'Overweight'. However, the prevalence of these life threatening diseases varied greatly by age, gender, and ethnicity. Among the top three, White children were less likely to be 'Overweight' or 'Obese' than Blacks or Hispanics, especially Mexican Americans. Overall, Mexican American boys were the most significantly affected (Figure 2). 27.1% of these boys and 26.8% of adolescents, aged 6-11 and 12-19 years respectively, were found to be 'Overweight'. Among girls, 21.5% of Blacks 6-11 years old and 29.2% of Black adolescents, 12-19 years, were 'Overweight' (Ogden, Carroll, Curtin, Lamb & Flegal, 2010).



NOTE: Obesity is defined as body mass index (BMI) greater than or equal to sex- and age-specific 95th percentile from the 2000 CDC Growth Charts.
 SOURCES: CDC/NCHS, National Health and Nutrition Examination Survey (NHANES) III 1988–1994 and NHANES 2007–2008.

Figure 2. Obesity among U.S. Adolescents 12–19 years of age

Trends. Over the years, the prevalence of these weight problems has changed considerably. While obesity is a troublesome disease in any individual, the condition of adolescent Mexican American males has become particularly concerning. In a study conducted among California teens, thought to be sufficiently representative for the size and balanced composition of its sample population, the prevalence among Mexican American adolescents was seen to peak in 2005 (Figure 3). In the following years, a slight drop was reported (Madsen, Weedn & Crawford, 2010). Even so, by 2008 26.8% were considered fully ‘Obese’, that rate having almost doubled in 10 years. Although Mexican American girls were not as seriously affected, they had nonetheless reached a prevalence of 17.4% by that year (Ogden & Carroll, 2010). Moreover, it appears that incidence among these Hispanic girls has merely reached a plateau, while other age and ethnicity groups have shown a small decline (Madsen, Weedn & Crawford, 2010).

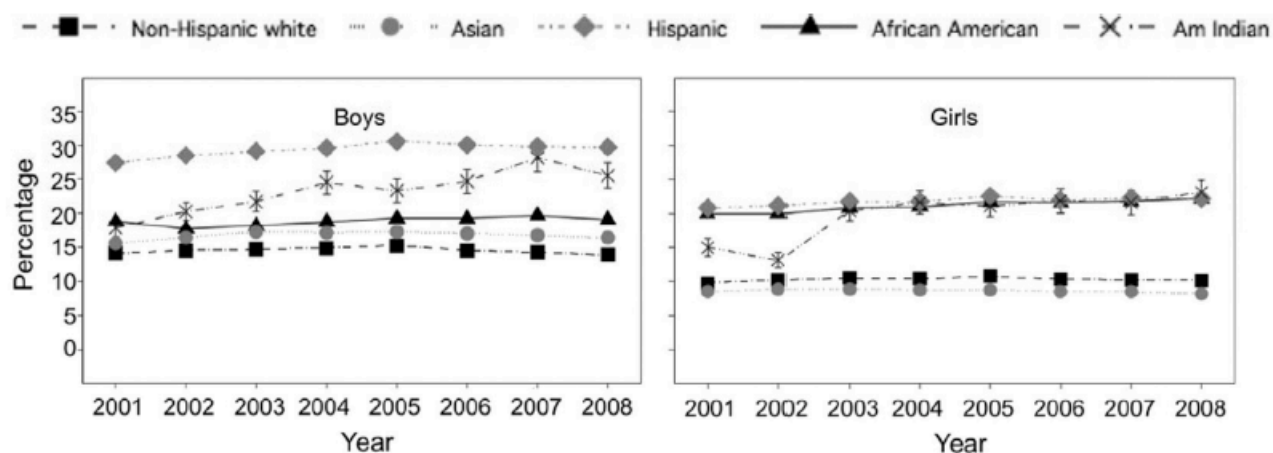


Figure 3. Recent Trends in Adolescent Obesity

BMI for age ≥ 95 th percentile by race/ethnicity in 2001–2008 for students in fifth, seventh, and ninth grades

Contributing Risk Factors. A number of conditions and behaviors have a significant impact on the weight of U.S. children. Most commonly, excess consumption of calories is to blame. Not surprisingly, the U.S. population has frequently been cited for an insufficient amount of exercise, and thus intake of more calories than are expended daily, causing what Beydoun and Wang (2007) refer to as an “obesogenic” climate (p. 19). Moreover, not all demographics face the same surroundings, some better suited environmentally for the maintenance of overall health. Not only are ethnic disparities the likely result of, “genetic, metabolic, cultural, environmental, socioeconomic, and behavioral factors,” but so too is the particularly high incidence of obesity today (Malik et al., 2006).

Research conducted by professors Haines, Neumark-Sztainer, Wall, and Story (2007) considered the influence of a variety of personal, behavioral and environmental factors that play a role in adolescent weight. Their study considered the combination of features that had a potential to collectively effect personal health. While there was slight

variation among males and females, adolescents in general who were dissatisfied with their bodies and concerned about weight had a greater likelihood of being obese. These negative personal perceptions have been seen to lead to behaviors such as dieting and unhealthy weight controls, also positively associated with being overweight.

Environmentally, those who faced a lot of weight-related teasing or had parents that were overly concerned about their children's weight also had problems maintaining a healthy size (Haines, Neumark-Sztainer, Wall & Story, 2007).

That is not to say that every aspect of the typical American teen's life is likely to cause weight problems. The early years an individual's life are generally when important behaviors are established, many of these contributing to the maintenance of a healthy lifestyle in adulthood (Beydoun & Wang, 2007). As seen in the Haines, et al. study, displeasure with one's weight can have a negative impact, therefore, the more satisfied an adolescent is with themselves, the more likely they are to remain a healthy size. For any adolescent, achieving an adequate balance of stationary and active hours can also be beneficial. In the male participants especially, an increase in physical activity when combined with other healthy practices was a predictor of weight loss. Furthermore, the right combination of foods, as well as their quality and quantity generally lead to greater health in later life. Daily breakfast consumption, the inclusion of fruits and vegetables in one's diet, and limited intake of high calorie drinks are positively associated with sustaining a healthy weight (Haines et al., 2007). In fact, consumption of sugar sweetened beverages has frequently been cited as an major contributor to the high prevalence of adolescent obesity among the today's population.

Sugar Sweetened Beverages.

Overview. Although a definitive link has yet to be established, it is commonly hypothesized that our nation's increased reliance on sugary beverages is to blame for the current obesity epidemic (Wang, Ludwig, Sonnevile & Gortmaker, 2009). As the consumption of sugar sweetened beverages increased starting in the late 1970's, the prevalence of obesity also began to rise. Overwhelming evidence suggests that consumers are less likely to account for the added liquid calories as they may be less filling, contributing unnecessarily to overall intake (Malik et al., 2006). Among children and adolescents, it is estimated that total daily energy intake grew 135% from 1977 to 2001. At the same time, their rate of obesity nearly doubled, making the popularity of sugar sweetened beverages particularly concerning in relation to the health of today's youth (Wang et al., 2009).

Commonly referred to as 'soft drinks', the category is generally comprised of: sodas, fruitades, fruit drinks, punches, lemonade, sports drinks, sweetened iced tea, and any other sweetened or low-calorie beverage (Malik et al., 2006; Wang et al., 2009). While each of these types varies by ingredients, total calorie content, and popular appeal, the unifying factor is some form of added sugar. Manufacturers commonly use for example, high-fructose corn syrup, fruit juice concentrate or sugar itself, among many other varieties (CDC, 2010). It is estimated that the majority of calories consumed daily from added sugars comes from sweetened beverages, accounting for almost 10% of the average American's total energy intake (Malik et al., 2006). Moreover, it has been found

that teenagers are especially drawn to these types of beverages, such that more of calories they consume come from these less nutritional sources (Pereira, 2006).

Consumption Habits. Overall, in 2004, 80% of the population 2 to 19 years of age was a frequent consumer of sugar sweetened beverages. As their average daily intake of these drinks rose, a concurrent trend was witnessed in serving size such that total consumption on any given day increased from around 22 oz to 25 oz, and for adolescents often even more. Given the typical quantity of drinks U.S. youth were consuming in 2004, their subsequent calorie intake was 124 kcal in 2 to 5 year olds, 184 kcal for 6 to 11, and a full 301 kcal among teens aged 12 to 19 years. The most popular type of sugary beverages among these young consumers is regular soda. A little more than 50% of the calories they consume come from these drinks. The next most popular type is fruit drinks, accounting for 37% of total energy intake, followed by sports drinks and all others with added sugar (Figure 4). Most beverages are purchased in stores, around 70%, to be

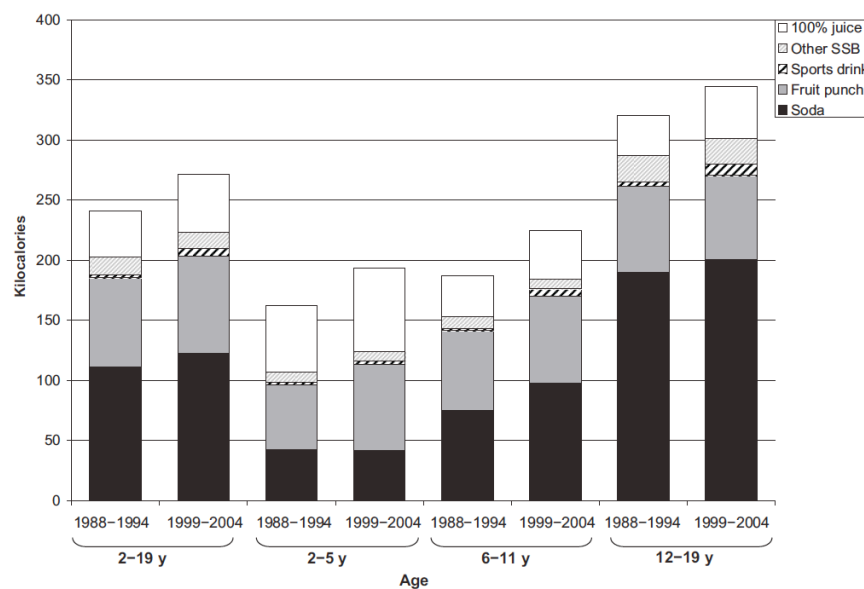


Figure 4. Sugary Beverage Consumption among Children and Adolescents
Per-capita caloric contributions from SSBs, according to type, and FJs: 1988 –1994 Versus 1999 –2004.
SSBs include soda, fruit punch, sports drinks, and other SSBs (eg, coffee/tea, low-caloric drinks).

consumed in the home setting as opposed to in restaurants or from vending machines (55% to 70% consumed at home). However, this changes with age as more time is spent away from home (Wang, Bleich, & Gortmaker, 2008).

While there are noticeable differences in the habits of the different demographics, males tend to drink more than females. U.S. ethnicities with a greater likelihood of choosing high calorie beverages are Blacks and Mexican Americans, while their White counterparts consume far less on average (Wang et al., 2008). Hispanics are specifically seen to favor orange juice and other refrigerated fruit drinks, some commonly supplemented with added sugars. They are also eager consumers of sports and energy drinks as well as regular sodas, consuming these more often than the general market overall (Mintel, 2010a). Some studies have found that with acculturation, Hispanics begin to acquire certain mainstream habits like greater consumption of sugar sweetened beverages. This is most notable among Latinos with English speaking abilities and those that have spent a greater amount of time in the U.S. New dietary tendencies are often less healthy in relation to how they were eating before and therefore a significant threat to health and well being in later life (Ayala et al., 2008). It is probable that younger Hispanics pick up more of the habits of the dominant culture since they are likely to spend more of their time around American youth as they enter public schooling.

Market Backlash. Given their great popularity coupled with their high calorie contents, sugar sweetened beverages are currently facing a significant amount of negative press. For their potential link to a rise in obesity, especially among today's youth, many politicians and social groups have singled out these drinks in hopes of reducing

consumption. More than anything, these drinks are seen to lack substance, often merely possessing calories from added sugar with little to no nutritional benefit. A 12oz regular soda, for example, generally contains 150 calories, or 40 to 50 grams of sugar. It is calculated that the daily addition of these calories would result in a gain of 15 lbs over one year if they are not burned off in a proportional increase in physical activity (Malik et al., 2006). A comparable serving of another beverage such as a sports drink might have fewer calories or the addition of certain nutrients, however, it is still likely to contain added sugars that contribute unnecessarily to overall energy intake (Mestel, 2010).

One of the attempts to counter our nation's obesity epidemic, assuming that sugary beverages are to blame, has involved taxing. The idea of raising the price on products with added sugar is that people will buy less and therefore consume less, opting for more healthful beverages and avoiding weight gain. Tobacco products have been taxed for years and consumption has declined. Additionally, studies have shown that a 10% rise in price is likely to be followed by a 7.8% reduction in purchase. This idea has received a varying degree of support from consumers. Somewhere between 37% to 72% of the public agrees with the implementation of a so-called "soda tax" or something comparable, depending upon how the price is raised and revenue earnings used (Brownell & Frieden, 2009).

Many marketers have voluntarily removed their higher calorie drinks from schools in response to the recent uproar (Martin, 2007). In fact, some states have banned regular sodas all together and are now pursuing other drinks with added sugar, such as sports drinks, because they have become popular alternatives. Yet, as the health blogger

for the *Los Angeles Times* points out, sports drinks have far fewer calories volume to volume, whether or not they are consumed at the same volume. Even so, they are seen as unnecessary if not engaging in physical activity and continue to be the target of many politicians (Mestel, 2010). That leaves food and beverage companies with the serious challenge of “trying to figure out how to promote healthy lifestyles in ways that don’t discourage customers from buying their products” (Martin, 2007).

Gatorade.

Background. From humble beginnings in a University of Florida lab, Gatorade has come to be the most popular beverage in the sports drink category, with 74% share at the beginning of 2009 according to *Beverage Digest* (as cited in Helm, 2009). It’s basic mix of electrolytes and sugar is designed to give the body energy and replace minerals that may have been used up by heavy exercise. Essentially, Gatorade and other sports drinks like it are meant for rehydration, to be consumed at any point in an athlete’s workout (PepsiCo, Inc., 2010a). Developed in 1965 by researchers and scientists working along side the Florida Gator’s football coach, it wasn’t until 1967 that this pioneering drink would be released to the general market as the ‘Original Thirst Quencher’ in the initial lemon-lime variety (The Gatorade Company, 2007).

Product Offerings. Only available in the United States initially, Gatorade is now sold in more than 80 countries (The Gatorade Company, 2007; PepsiCo, Inc., 2010a). Central product lines are geared toward two main targets: (1) professional athletes and (2) amateurs, with drinks and other goods formulated to the specific needs of the each one.

The core drink line ranges in form from powder to liquid and comes in a variety of fruity flavors. Over the years, new flavors have been added and others retired as consumers' tastes change (Rovell, 2005). An additional 'Professional Series' ties in "sports nutrition products" like a protein drink and energy bar to further cater to the unique needs of active individuals (PepsiCo, Inc., 2010a).

Marketing. Gatorade's marketing has always been heavy in sponsorships, first signing as the official sports drink of the NFL in 1967 when it hit the market (The Gatorade Company, 2007). Today, Gatorade is also the official drink of many other professional leagues from the NBA and PGA to Major League Baseball and Soccer (PepsiCo, Inc., 2010a). These partnerships guarantee a strong brand presence at many sporting events, with sideline placement of the branded cups and coolers. Seemingly part of these sponsorship deals, the "Gatorade Dunk" in which players dump their official Gatorade cooler on the coach has become a frequent post-game tradition (The Gatorade Company, 2007). As with additional signing of individual athletes like Michael Jordan, this foremost marketing tactic serves to highlight Gatorade's main focus on coupling their drink with superior athletic performance. The establishment of the Gatorade Sports Science Institute (GSSI), in charge of improving the athlete's workout, further demonstrates the company's dedication to this central mission (PepsiCo, Inc., 2010a).

Beyond sponsorship, Gatorade is also known for strikingly visual advertising. "Is it In You?" for example, featuring athletes in black and white with sweat droplets the color of their chosen drink, is perhaps the most widely recognized campaign (The Gatorade Company, 2007). The latest advertisements for the new 'G Series' are similarly

black and white with the exception of each brightly colored drink featured (Figure 5) (Web Media Brands, 2010). This new line, in both regular and Pro versions, is unique in that it ties together products for each stage of an athlete's workout – before, during and after – according to the benefit needed at that time (Gatorade, 2010a). It is one of the company's attempts to counter the latest decline in sales and reach more athletic teens and young adults, it's core consumers (Zmuda, 2010c). Other efforts among today's marketing plan include traditional, non-traditional and digital executions.



Figure 5. G Series' *Before, During, and After* Print Ads

The aforementioned 'G Series' campaign with both print and broadcast as well as the many sponsorships Gatorade has signed over the years factor among more traditional offerings. Part of the recent move to support a wider range of athletes, the winner of "So You Think You Can Dance", Lauren Froderman, is now one of the latest additions to Gatorade's sponsorship roster (Zmuda, 2010c; Lee, 2010). The company also has a significant social media presence. 'Gatorade Mission Control Center' as it has been dubbed, is dedicated to keeping up with today's evolving marketplace. It monitors all

brand mention online not only to see how consumers are responding to Gatorade products and marketing, but also to interact in appropriate situations (Bauerlein, 2010). Another element of this is seen in the use of live streaming video, featuring clips of GSSI scientists or professional athletes talking about and using Gatorade drinks (Ostrow, 2010a). This heavy online involvement is designed to help Gatorade “increase engagement” by becoming more of a “participatory brand” (Ostrow, 2010b). ‘REPLAY the Series’ and the ‘Gatorade Free Flow Tour’ are among the brand’s non-traditional endeavors to participate with a wider range of consumers by bringing athletes together to play and compete across many different sports (FOX Sports Network, 2009; Alliance of Action Sports, LLC, 2010).

While originally tied to college and professional sports, Gatorade has considered a wide variety of potential customers. It has achieved its great success over the years through this and other attempts to target “different categories of active people, such as fitness buffs, competitive team players, and people working physically demanding jobs” (The Gatorade Company, 2007). The brand estimates 27% penetration among performance athletes and 12% among regular fitness athletes (Zmuda, 2010c). Such efforts to expand the consumer base, without forgetting serious athletes, have also come through continual development of new lines and flavors.

Targeting Hispanics. Gatorade began advertising specifically to U.S. Hispanics in the 1980’s before many of its competitors. Although its leading rival, POWERade, eventually came after this demographic as well, it took small steps to catch up to Gatorade’s fully Hispanic directed, Spanish language commercials (Wentz, 2002). Some

of the ads developed to attract Hispanic consumers have centered on successful Latino athletes. In Gatorade's tradition of tying its drinks to professional sports stars, one such commercial celebrated Rolando Cantu, the first Hispanic football player in the NFL to have come from a Mexican University (Figure 6) (Villalobos, 2006). Other efforts Gatorade has made to highlight Hispanic athletes in hopes of inspiring others have involved various sponsorships, for example "Premios Fox Sports" in 2005 in which Latino athletes were awarded for their superior performance (Serna, 2005).



Figure 6. Rolando Cantu Gatorade Commercial
Translation: *First athlete from a Mexican University selected by the NFL.*

As far as additions to Gatorade product lines, in 1996 the company developed a new, Latin-inspired flavor – '¡Mandarina!'. Gatorade 'Xtremo', another drink to cater to this leading group of consumers, was launched in 2001. This sub line came in 'Mango Electrico', 'Citrico Vibrante' and 'Tropical Intenso' (Rovell, 2005). This seemed the appropriate time to create such flavors since Hispanics made up around 12% of Gatorade's market (Gaona, 2002). Moreover, these consumers typically consumed greater

quantities than others (Rovell, 2005). Initially, the 'Xtremo' line proved quite successful, with an 80% sales growth from \$10 million in 2002 to \$18 million by 2006 (Mintel, 2006). However, PepsiCo's list of products and flavors currently offered, as seen on the company website, demonstrates that only the 'Xtremo' Mango variety has been popular enough to be retained over the years (2010a).

However, Gatorade's Hispanic targeting has not stopped there. Most recently, the brand participated in the "official friendly" soccer game between the U.S. and Brazilian National teams this summer. Not only did Gatorade provide its newly developed 'G Series' line to the teams at the game as is done for national league sponsorships, it also invited several players to the Gatorade Performance Lab, run by the GSSI. While there, Gatorade tested the effect of its sports drinks on the performance of these Hispanic athletes, highlighting not only the new line, but also the brand's dedication to research and constant improvement of active individuals' play (Gatorade, 2010a). Additionally, in conjunction with the NFL's celebration of Hispanic Heritage Month this year, at several of the team's games, Gatorade offered clinics and youth training camps to area elementary schools, giving children the chance to get active in sports (HispanicAd.com, 2009).

Gatorade's Current Endeavors to Fight Obesity. With its sights set on the evolving needs of both professional and amateur athletes, Gatorade has not forgotten the importance corporate social responsibility. The nation's concern about a rise in obesity among both children and adults has lead to a debate around the role of sugar sweetened drinks, among other packaged goods. Many food and beverage manufactures have seized

the opportunity to promote healthy consumption and higher levels of physical activity. Fortunately, Gatorade is in the unique position of having both a lower sugar content in its beverages and a marketing emphasis heavy in sports and exercise. In support of our country's battle against childhood obesity, Gatorade has been active in promoting exercise in children and teens. With sports summer camps, sponsorship of the Women's Sports Foundation that funds the 'Go Girl Go' program, and an annual Player and Athlete of the Year award for outstanding high school students, Gatorade has stayed true to its brand while furthering the cause (PepsiCo, Inc., 2010b).

Gatorade's parent company, PepsiCo is also joined the fight against obesity, having not only entered into a partnership with the Healthy Weight Commitment Foundation, but also directly supporting the "Let's Move" campaign sponsored by the First Lady, Michelle Obama. Part of PepsiCo's effort to support these initiatives involves a commitment to lower the calorie content of all of its beverages, provide affordable healthy food to a variety of consumers, especially children, and the information they need to make healthy choices. Beyond that, many of its brands, like Gatorade, provide opportunities for people to get active, such as summer camps. Specifically for more diverse consumers, the company helped fund the launch of the African American and Hispanic/Latino Health & Well-being Collaborative to update the offerings of nationwide YMCAs. Similar such initiatives are active in Latin America, as both PepsiCo and Gatorade have a strong presence in the global marketplace. These are only a few of the goals and commitments in PepsiCo's effort to support the needs of overweight and obese individuals of all ages (PepsiCo, Inc., 2009b).

TARGET

The leading consumers of Gatorade and sports drinks like it are teenage and young adult males, from those physically active to others simply drawn to the appealing fruity flavors. Given that Hispanics are a demographic thought to have the greatest potential for future segment growth, there are a number of ways a company can go about reaching them (Mintel, 2010a). For Gatorade to take advantage of this opportunity it is recommended that several of the most attractive targets be considered. Taking into account both current and potential Latino sports drink consumers, a thorough analysis has been completed, addressing both the popularity of these sugary beverages and their possible contribution to a rising rate in childhood obesity. In Gatorade's attempt to market to this increasingly more important Hispanic youth population, the following recommendations are built upon the three groups profiled below.

Overall, these target types share many of the general characteristics unique to Hispanics as a whole. Adolescent and young adult Latino males are predominantly born in the U.S., able to speak and understand most English. Given a high incidence of native born Hispanic youth, it is likely that these consumers are more acculturated and have adopted many of the behaviors of the general market without having forgotten their Latino roots (PHC, 2009). For example, a majority of the media content these individuals consume is in English. Even so, there are plenty of situations in which they choose to spend time consulting Spanish language outlets, including radio, television, and the Internet (The Nielsen Company, 2010). Within media, these young Hispanics tend to be more active than their ethnicity as a whole. They are well represented online and in cell

phone ownership, even though not quite to the degree of non-Hispanics (Livingston, 2010). Beyond the broader characteristics, these three consumer targets differ based upon the role Gatorade is likely to play in their lives. Considering level of athletic activity and sports drink consumption as well as more general lifestyle factors, the following groups of Latino males are likely to be the most promising for Gatorade in the future.

Profiles.

Jugadores dedicados. “Dedicated players” are athletic high school students currently taking part in team sports such as soccer, baseball, and basketball, both at school and among friends. Sports drinks are key in their active lifestyles as they seek to rehydrate on and off the field or court. For many of these 14 to 18 year old Latinos it is likely that a beverage’s calories have less of an impact on their weight than that of their less active counterparts given a firm dedication to sports. Although they may not have as many opportunities as Whites to join formal teams and leagues outside what their school offers, as much for financial reasons as limitations to access in their communities, that does not mean they are not getting exercise (Beydoun & Wang, 2007; Feldman & Matjasko, 2007). Moreover, though they may not exhibit the same level of physical activity as they age, right now team sports are an important part of their daily lives.

Plenty of these young Hispanic males spend time by themselves improving their game, but there is definite social element to working out. The occasions they get together to play soccer or basketball, for example, serve as ways to spend time with others around them, as much friends as family members. As such, they are less likely to think of sports

as exercise, but instead opportunities for community as well as competition and accomplishment (Mintel, 2007). *Jugadores* would be likely to pay attention to Latino sports stars with moving stories stemming from their past and a dedication to athletic pursuits, like Rolando Cantu who was previously represented in some of Gatorade's Hispanic directed marketing. Following in the tradition of the brand's commitment to highlighting exemplary athletes, this commercial presents the Latino community with a role model unique to their culture and heritage. The fact that Cantu managed to play college football at the level of an NFL player is noteworthy in general, but even more so for this sport less commonly played by Hispanics (Villalobos, 2006). It is possible that with many of these young athletes believing they have the opportunity to achieve greater success in their professional pursuits than their parents, they may be inspired by the potential to reach their athletic goals as well (PHC, 2009).

Deportistas limitadas. "Limited athletes" are young adults, around 18 to 24, who played high school sports, but now must juggle the demands of adult life, whether it be academics, employment, or relationships. Still seeing activity more as a reward than obligation and taking advantage of every opportunity to join others in team and individual sports, these Hispanics generally dabble in various fitness pursuits a few times a week. Common activities include weight lifting, jogging or running, and swimming, as well as the aforementioned team sports, like basketball, football, soccer, and baseball. For these Hispanic consumers, sports drinks come into play during and after exercise in an effort to keep themselves hydrated and healthy. The most active *deportistas* see these

drinks as essential to refreshment, needed calorie intake and energy at the gym or on the field, trying to practice healthy eating habits for the best performance (Intel, 2007).

Although *jugadores dedicados* in their recent past, these young adult Latinos are now in a different stage of life. The belief many modern day Hispanic youth share in regard to the promise of their futures manifests for this group in their pursuit of domestic and professional success (PHC, 2009). Those with jobs are often too busy providing for themselves and their loved ones to engage in as much daily exercise as they may have managed in previous years. As these Latinos start their own families and begin to have children, it is likely that they will spend some time all together playing sports, especially with younger children. The children of this group may develop a taste for sports drinks if these beverages are kept on hand. Among Gatorade's present marketing efforts, tactics such as 'REPLAY' that bring regular individuals in their early adulthood together to reengage in a sport once seriously played are likely to have great appeal. However, that is not to say that they would not also aspire to be like the professional athletes they admire who now serve as spokespersons for the brand. Although these *deportistas limitadas* probably recognize that they themselves are not going to become sports stars, they may see these drinks on the sidelines of many games they watch and buy them seeking to improve their own performance in a similar manner.

Atléticos pasivos. "Passive athletes" are the least active among the targets worthy of considering. A lack of access to proper fitness facilities as well as particular aspects of their culture and community have made it such that these young Latino males are most likely to suffer from weight problems (Beydoun & Wang, 2007). It is likely that certain

unhealthy dietary habits, both from their Hispanic roots and learned from American teens, contribute to the higher rate of obesity among this demographic (Ogden et al., 2010). The rare occasions that they are active come through moderate participation in school P.E. and times when their families get together to play. For some Latino 14 to 18 year olds, there is little to no time to dedicate to athletics because they work part time jobs (Feldman & Matjasko, 2007). For others there is no motivation. These teens are the most likely to enjoy sports drinks in settings unrelated to sports and fitness, whether or not they have done any athletic activity. Part of the purpose behind the sugar and flavoring in these beverages exists because of their ability to help active youth drink enough fluids, however, it also makes them appealing to others. These passively athletic Hispanic teens are especially drawn to the many fruity varieties.

Reaching out to this group of Latino adolescents will involve a different angle than what has potential among those who are active. Because they are more likely to spend time inside watching TV or using a computer, Gatorade will need to seek them out in these off-the-field places. The strong social media presence the brand currently has is likely to come into play, as could the rising popularity of mobile devices among this demographic. Given the many activities Hispanics tend to engage in online and on their cell phones, there are a number of opportunities for a brand like Gatorade (Lenhart, Ling, Campbell & Purcell, 2010). General market advertising done probably offers a decent amount of overlapping coverage, ensuring that these drinks are appealing. However, more culturally relevant marketing and the promotion of athletic pursuits would better meet the evolving needs of these young Hispanic consumers.

RECOMMENDATIONS

From its younger than average age to an impressive overall buying power, many of the differentiating characteristics of the rapidly growing Hispanic market make it an appealing target for any marketer. For Gatorade, Hispanics offer even greater potential as the company continually works to expand its current consumer base by reaching a diverse range of active individuals. Given that this demographic tends to more eagerly consume sports drinks than other ethnicities, with Latino teens drinking the highest amount, this is not an opportunity to be overlooked. However, this group also suffers disproportionately from obesity. According to Mintel (2007), 81% of parents think manufacturers should play a key role in promoting health and fitness. Gatorade, as a brand focused on athletics, is in a unique position of being able to direct its marketing efforts toward improving that situation. Coupling Gatorade drinks with sports and exercise, targeting both serious Latino athletes and adolescents who need to get active, as highlighted in the previous three profiles, makes use of physical activity in a way that it could begin to have a positive impact on the rising rates of obesity among this demographic.

The following recommendations are built upon extensive research related to targeting Hispanic adolescents in today's dynamic marketplace. It seems apparent that the current 'G Series' product lines and advertising are directed toward adolescents and young adults, the leading consumers of these sports drink (Zmuda, 2010c). Mintel reports that Latinos are some of the most avid sports and energy drink consumers (57% compared to 44% of Blacks and 36% of Whites). Given this evidence, there are many reasons for reaching out to Latino teens while keeping with current strategy. Although

Gatorade has traditionally concentrated its efforts on more serious athletes, achieving 27% penetration among the group versus just 12% in those more interested in general fitness, it has not proved opposed to considering a less active population (Zmuda, 2010c). With the increased health benefits of daily physical activity, marketing strategies driven by sports and exercise allow Gatorade to reach out to Hispanic adolescents without fueling the current debate blaming manufactures for their likely role in the childhood obesity. In fact, Gatorade has the potential to be an active player in improving the lives of a wide range of consumers with the following and any future sports-centered tactics.

New Line Extensions.

Health Perceptions. It is clear that that while all demographics tend to have an accurate perception of what is and is not healthy, adolescents may be unclear about the importance of paying attention to calorie content. Moreover, younger segments of the U.S. population tend to be less concerned about the nutritional characteristics of the drinks they favor. Hispanics are similarly cited as less health-conscious consumers, as demonstrated by their greater preference of high calorie beverages and full fat dairy (Mintel, 2010a). According to a 2006 Yankelovich Multicultural Marketing Study, about two thirds of U.S. Latinos think they get less than 300 calories from beverages, while their daily consumption can at times be quite more (as cited in Alarcon, 2007). Most consumers have a good idea of the total calories in each type of drink they choose, however, that does not always positively affect consumption habits, especially among Latinos (Mintel, 2010a). Opting to market one of Gatorade's lighter options would

promote the adoption of healthier habits, hoping that some day a greater health-consciousness would develop over time.

Current Product Lines. Many of Gatorade's current offerings are likely to appeal to Hispanic consumers in particular. Beyond the flavors and varieties that Latinos are already drawn to, several of the brand's specialized drinks have unique potential given the benefits that set them apart. While not actually designed or marketed in support of a healthy weight, Gatorade makes an additional, lower calorie version of its popular sports drink that might better meet the needs of overweight adolescents. 'G2', as it is called, has 20 calories per 8 ounce serving. While it contains as much as 50% fewer calories than regular Gatorade, it is still designed to cater to active individuals in the same way (PepsiCo, Inc., 2009). Whether for athletes with less intense workout routines or amateurs hoping quench their thirst without replacing the calories they just burned, 'G2' serves a diverse range of needs. Additionally, given the fact that many adolescents drink sports drinks even if they are not active in sports, 'G2' would be further beneficial in maintaining a healthy weight (Rovell, 2007).

With sales currently growing faster than that of the brand as a whole, 'G2' is a likely candidate for continued growth, especially if marketed to the young Hispanic population (Lukovitz, 2009). The key in promoting this lower calorie Gatorade drink will be in placing emphasis on the fact that consumers are making no sacrifice by choosing this option instead of the higher calorie beverages they regularly consume, from other sports drinks and sodas to various fruit flavored juice blends. They will still get the same great taste, but not have to worry about the impact upon their weight. Given that a

significant portion of sports drinks are purchased for later use as opposed to the setting where they are to be consumed and that mothers tend to make the most grocery purchases, messaging focused on the health benefits of 'G2' may be better aimed at the parents of this young Hispanic male target (Mintel, 2010a). For Latino teens it is likely to be more important to develop a consumer following by coupling the drink with other marketing strategies tailored to this demographic, such as offering coupons or samples at soccer and other sporting events in neighborhoods with a high concentration of Hispanic households. If 'G2' were made a part of other culturally relevant tactics, giving these consumers the chance to try the drinks for themselves, it would be less necessary to focus on calories and health, centering instead on taste or performance.

Another beverage under the Gatorade brand that stands out for its potential to appeal to Hispanic consumers is 'G Natural', in both regular and 'G2' varieties. This line extension is made with natural colors, flavoring, and other key ingredients (PepsiCo, Inc., 2009). Many Hispanics are accustomed to the ingredients used in Mexico. Therefore, the fact that the sweetener in these beverages is a natural replacement for the high fructose corn syrup (HFCS) often found in other sports drinks, it is likely to be more preferred by Hispanics (Gatorade, 2010). It has been noted that Latinos are more willing than the general market to pay a little extra for a natural alternative to HFCS (Mintel, 2010a). The flavors featured are 'Blackberry Raspberry', 'Lemon Berry', and 'Orange Citrus' for the regular 'G Natural' and 'Berry', 'Citrus Mango', and 'Orange Pomegranate' for the 'G2' variety (PepsiCo, Inc., 2009). This natural form of popular Gatorade drinks has further possibility among Hispanics given the flavors offered. This demographic is increasingly

more drawn to orange juice and other fruity flavored drinks, including some exotic varieties (Mintel, 2010a). Therefore, the orange and mango flavors among the unique fruity pairings offered for ‘G Natural’ are likely to perform well with Latino teens. At present this line is only sold in Whole Foods stores in select cities, however, coupling it with other recommended marketing strategies would allow distribution to open up to new markets such as those with a higher concentration of Hispanics, working towards attracting more of these consumers (Gatorade, 2010).

Hispanic Tastes. While Gatorade tested several unique flavors with this demographic in the development of the ‘Xtremo’ line, there is clear potential for a number of varieties not currently offered (Wentz, 2002). In consideration of the kinds of Gatorade sold over the years, it appears that many common fruits have been used. A few familiar fruity combinations have been developed and some more rarely appreciated tastes have served as inspiration (PepsiCo Inc., 2010); however, the most unique versions of these sports drinks are less likely to have remained in production over the years. Passion fruit and star fruit for example, have been attempted, but were retired in 2001 (Rovell, 2005). Given that the PepsiCo Americas Beverages CEO Massimo d’Amore has expressed interest in product development, making it “a top priority for Gatorade” in the coming years, it is worthwhile to consider how this might be used to attract more Hispanics (O’Leary, 2010).

Although it is not necessary that Gatorade develop new products to increase appeal among Latino teens, as more and more of this group are born in the U.S. and accustomed to mainstream behaviors, the option is still featured here as a potential area

for growth in the future (Pew Research Center [PRC], 2009). Were Gatorade to consider producing a new flavor specifically meant to draw more Hispanic consumers, it is recommended that several more tropical combinations be tested. According to a Mintel report on Hispanic Beverages (2006), these consumers are often more eager to try new flavors. While Gatorade has already tried a number of tropical versions, as previously mentioned, it is also possible that the recent increases in the Hispanic population would allow for reintroduction of retired flavors for the approval of a new generation of eager, adventuresome consumers.

Flavor Development. There are several ways Gatorade could go about actually producing a new Hispanic-targeted flavor to cater to the greater affinity for sports drinks. While the company itself could rely upon its own employees and usual methods, recent advancements in digital technology have created means by which this task could be “crowd sourced”, offering Hispanic adolescents the chance to suggest their own combinations. An addition to Gatorade’s prominent online presence directed toward flavor development might take the form of a section on the current website or Facebook page application. It could also be a stand-alone micro site. While a separate page would allow for language choices more specific to the target, this element is simple and focused enough to fit among the other programs featured on Gatorade’s current online properties.

It is recommended, as done with examples cited below, that a separate site be launched with a link on each of Gatorade’s current offerings. This would allow for development and promotion of the page more specific to this adolescent Hispanic target. The purpose of this online addition would be the collection of new flavor ideas. In

essence, it would ask users to submit their own formulations, mixing appealing fruit flavors and proposing creative titles for the end result. Several examples of similar iterations have been tried over the years by a number of different brands. Both the Ben & Jerry's "Flavour Generator" and Kettle brand Potato Chips' "Create-a-Chip Challenge" demonstrate different formats and the wide range of products that this has been applied to in the past (Figures A1 & A2) (Ben & Jerry's, n.d.; Kettle Foods, Inc., 2009).

By turning flavor submission into a contest, as was done with the two examples highlighted above, Gatorade could identify which creation more Hispanic teens see themselves likely to buy. A few finalist entries could be chosen and then offered to the public for voting, pointing out one or more options Gatorade would then produce and sell. Such a contest with "user generated" combinations would provide direction as to tastes with popular appeal that Gatorade might not have previously identified. By giving consumers input and the ability to customize, they can continue to develop a relationship with the brand and its offerings, giving Gatorade the additional benefit of more engaged, loyal consumers over time.

Product Testing. Supermarket sampling has been found to be popular and quite successful in stimulating subsequent purchase among Hispanics (Mintel, 2006). Although Latino adolescents may not spend as much time buying groceries with the adults in their families, the potential in sampling and trying new flavors can be applied to other venues. Locations where these active teens congregate are likely to work in the same manner as a supermarket setting. For example, Gatorade could bring new flavor varieties to high school soccer events or gyms and parks in predominately Hispanic neighborhoods.

Furthermore, several other recommendations included below may be options for product testing as well as.

REPLAY The Series.

Overview. ‘REPLAY The Series’ offers high school athletes the chance to get back in the game years after a controversial last play. Now in its third successful season, each of the games REPLAYed have featured opposing teams with highly notable past rivalries. The first three to air centered on a football game, a hockey game, and recent basketball rivals. All previous games ended in a tie score due to injuries or debatable final calls. Gatorade brought the old teammates together to train prior to the actual ‘REPLAY’ event such that they were in top shape, like they would have been when the games were originally played back in high school. The episodes in each of the series begin with the past game and then follow the teams as they train to once again face off and settle the score. The ‘REPLAY’ website not only allows viewers to watch videos throughout the series, but they can also follow a similar training regime, themselves getting back in high school shape (FOX Sports Network, 2009).

‘REPLAY The Series’ is an interesting element of Gatorade’s current marketing efforts for several reasons. Not only does it bring together athletes from the past that may or may not have kept up with their active lifestyles, but it also has the potential to inspire others to join the teammates as they “reclaim what was once [theirs]” (FOX Sports Network, 2009). Therefore, the series provides a way to get more than a handful of adults active, potentially impacting a full range of consumers. From the target profiles described

above, this execution may have the most potential in reaching *deportistas limitadas*, given the greater likelihood that these individuals have strayed from their previously more active lifestyles as they age. Even those who may never have played high school sports as seriously as the teams that actually REPLAY their past game have access to workout routines developed by sports scientists at the Gatorade Sports Science Institute (GSSI). The training programs Gatorade offers on the 'REPLAY' website give males and females the option to either 'Get Your Prom Body Back' or 'Zip Up Your Letterman's Jacket'. There is also information about stretching to warm up, weight lifting, and a workout cool down (FOX Sports Network, 2009). Gatorade's provided regimens do not have to be followed the to the letter, but they allow interested viewers the chance to participate and in a sense, be closer to the athletes they are following in the series.

All in all, 'REPLAY The Series' is more than a documentary built around bringing athletes together with Gatorade's products and sports expertise. Foremost, the sports drinks become integral players in the each of the teams' success as they attempt to recapture a time when athletics was a priority in their lives. Since sports drinks are usually consumed during and after physical activity, Gatorade has the chance to show those following the series when the full range of the new 'G Series' products should be used before, during, and after (Mintel, 2007). Then in their own workout routines consumers will then know what their Gatorade of choice can do for them when seeking to rehydrate and improve athletic performance. The power to both show the sports drinks in use and inspire individuals to play makes 'REPLAY' a worthwhile recommendation for continuation. Moreover, should a new Hispanic-directed flavor be developed, a fourth

season of ‘REPLAY’, with more Latino athletes would allow for the launch and promotion of this tailored Gatorade variety.

Future Opportunities. On the show’s website past high school teams have the opportunity to nominate their most notable face off from years past so that Gatorade has options from which to choose the most compelling. To continue the trend of selecting different sports for each season, the fourth ‘REPLAY’ ought to feature an area previously not included. Given the way this country’s population is changing, there is a clear opportunity to attract a more diverse consumer base in careful selection of the next game to be REPLAYed. In the first three seasons of the successful ‘REPLAY’ series, the teams that have faced off for a second time have been predominantly Caucasian and to a lesser extent, African American (FOX Sports Network, 2009). Sports such as soccer or baseball would be likely to have greater appeal among Hispanics, allowing Gatorade to reach out to the fastest growing U.S. ethnicity and some of the leading sports drinks consumers (Mintel, 2010a).

Potential Among Hispanics. It is commonly noted that Hispanics are avid soccer fans, a trend seen in both game viewership and team participation. According to a Mintel report (2007), adults within this demographic are more likely to choose soccer “every chance” they get to play than the general market, Whites especially. Given the sport’s strong presence in Latin America and certain cultural associations that root soccer in an indigenous past, featuring a soccer match for the next ‘REPLAY’ series is likely to attract many Latinos young and old. While currently Gatorade has left the collection of potential games to be REPLAYed up to the consumer, it is herein suggested that the company

direct some effort toward identifying soccer games for the fourth season. This might involve giving priority to entries from past soccer teams. If there is a concern about transparency, the company could instead notify fans that though a game has not already been chosen, the sport to be featured this time around has. Teams would then know to limit their submissions to soccer events. To avoid any consumer backlash, Gatorade should make it clear that while the fourth season has been taken in a certain direction, the popularity of this series is likely to ensure that it will continue in future years and still give other sports and teams a chance.

Appealing to Latino Youth. As the series has currently played out, the games chosen have involved rivalries from many years ago such that the modern day ‘REPLAY’ events often feature teams of adults. Although Hispanic athletes of any age can serve as role models for younger groups, it is likely that more teens would tune into a series with players closer in age. Gatorade’s main consumers are 13 to 24 years and this set of recommendations is built around adolescent and young adult Latinos, thus the company should look for more recent controversial games so that the teams would be composed of younger team mates (Zmuda, 2010c).

The Website. In the next ‘REPLAY’ season, it is also recommended that other several cultural factors be taken into consideration to appeal specifically to the target demographic. Much of the website appears directed towards White consumers and fans. The imagery of players for example, is not very diverse since it is limited to the Caucasians and African Americans who have REPLAYed in the past. In order to help viewers of different ethnicities feel better represented as they follow the series, it is

important that some of the pictures be replaced with Hispanics from the teams chosen to ‘REPLAY’ as the fourth season is filmed (Bloom, Pousa et al., 2010). However, to reach out to this group prior to the actual ‘REPLAY’, a number of other adaptations may be worthwhile in the beginning such that a more relevant sport is arrived at organically.

The online presence that Gatorade has undoubtedly serves to attract more consumers. Because the brand’s site and social media pages are integral in spreading information and building a relationship, language is another online factor that should be taken into account. It does not appear that the site is available in Spanish. Although a majority of Hispanic adolescents are either English dominant or Bilingual (36% and 41% respectively), many Latinos prefer the option to choose which version of a site will serve them best (PRC, 2009; Bloom et al., 2010). Moreover, when providing this demographic with a Spanish website, it is important that it be made culturally relevant, more than merely a translation (Bloom, Pousa, Resnick & Rodnick, 2010). Things that could be adjusted to account for Hispanic backgrounds includes training routine names such that they apply to any high school experience or nutritional guides with more ethnic meal ideas. While these are only a few suggestions, they point to areas that could aid in attracting more diversity when seeking to appeal to Latino adolescents.

Mobile Technology.

Opportunity Among Hispanics. Even though it is clear that the Hispanic market can be reached through traditional media, certain other options are likely to have more promising futures among this younger demographic, and therefore are more applicable to

this set of recommendations. One such area deserving further consideration is mobile technology given the opportunities it allows to interact with these consumers on their level. 76% of Hispanics overall have cell phones. Moreover, usage is even greater among Latinos aged 18 to 25 years (80%) as well as those dominant in English and/or born in the U.S. (Livingston, 2010). These devices are commonly used as much for communication as wireless access, especially given the fact that Hispanics generally do not exhibit high rates Internet access in their homes (The Nielsen Company, 2010; Livingston et al., 2009).

Opportunities with the most potential in mobile phones can be found in the features and applications that Hispanics use the most. Among a phone's more basic options, U.S. Hispanics tend to make more calls than the average user. They also demonstrate a higher usage rate of both text and picture messaging. In comparison to the general market, Latino cell phone owners are more likely to use data applications like those developed for iPhones, Blackberries and other smart phones (The Nielsen Company, 2010). In fact, English-speaking Hispanic adolescents regularly use an average of 5.8 of these applications while Whites only utilize 3.8 (Smith, 2010). Given that the majority of Gatorade's consumers fall into a group of young, active technology users, it is clear that mobile phones offer a number of possible directions for cultivating a relationship with Hispanic sports drink consumers.

Location Based Services. One behavior similar among White and English-speaking Latino teens is location sharing, with an overwhelming 90% of both groups willing to report their whereabouts to others around them (Lenhart et al., 2010). Even

though comparable among these two groups, high rates of location-based services (LBS) use is an interesting recent development in cell phone technology that should have great potential within the Hispanic market. As a category, location-based services (LBS) in mobile devices with GPS capability allow users to identify where they are at a given moment in relation to the other things around them. Some of the most popular phone applications like *Yowza* operate upon this capability to offer a glance at the stores in the area and any deals or specials they may have (Parr, 2009). Others are built upon showing the location of people you know in your vicinity. Many of these applications like *Foursquare* and *Gowalla* are tied to social networks, connecting friends interested in sharing this information with each other (Snow, 2010).

What makes LBS particularly appealing as a direction for marketing Gatorade to Latinos is the fact that they are drawn to location sharing at a similar rate as non-Hispanics. Typically, trends in Hispanic media use follow that of the general market, but often at a slight delay. The fact that usage rates are already comparable demonstrates a great affinity among Latino teens. Although reliant upon GPS compatible smart phones, which Hispanics tend to own at lower rates, it is expected that general market ownership will continue to rise in the future. Generally speaking, once a technology becomes widespread among non-Hispanics, Latinos adopt it eagerly and become just as active users as the other consumers (Bloom et al., 2010). The use of “geolocation” to attract more Hispanic adolescents would allow Gatorade to join them as they partake in their active lifestyles. It is further recommended that a newly developed cell phone application for a Hispanic teen target operate upon promoting sports drink consumption along with

sports activities, staying true to Gatorade's business objectives and main emphasis in improving athletic performance.

Application Design. The use of LBS to create a new application directed at Hispanic teens requires careful consideration of the role it would play in their daily lives. While a number of actual features could be offered within one branded application, one specific to Gatorade would benefit from centering on a mapping function comparable to that of Google Maps that finds a place based upon search terms. Users would be able to see where to find Gatorade products in stores, vending machines, gyms and other sports centers in their area. In an effort to reward consumers for purchasing its sports drinks, Gatorade could incorporate a promotional tie-in by placing codes on the inside of bottle caps or labels to be entered in by mobile device and accumulated over time, similar to My Coke Rewards (The Coca-Cola Company, 2010). Teens using this application would have the option to keep track of their total and compete with their friends by sharing their number as a post or status update on any social network like Facebook or Twitter. The most active consumers would then be given some Gatorade-themed prize, whether it is branded merchandise or a supply of more sports drinks. Both the application and promotion could be directed specifically to Hispanics simply by focusing in markets with a higher prevalence of these consumers. Not surprisingly, states such as California, Texas, and New Mexico that have high concentrations of this demographic are areas in which Gatorade has sold quite well (Wentz, 2002). Additionally, participation in this promotion would provide the company with a glance at how its heaviest consumers are distributed geographically.

With the promotion of athletic activity as the other driving feature of this application, its mapping function could also allow users to find sports facilities in their area. Sites would be listed by distance and type, from football and soccer fields to basketball courts and gyms. Also, mapped out routes could factor in for users that prefer running or cycling. The GPS needed to make “geolocation” work can be updated continuously such that athletes can track their progress or map out and save their own favorite trails. Given the popularity of online sharing seen among Latino teens, application users could publicize the overall number of miles they’ve run over time. Athletes that get their exercise by working out or lifting weights might like access to Gatorade’s scientifically engineered training routines while at gym locations. Visiting an identified work out site would unlock instructive clips to be used in pursuing individual fitness goals. Lastly, for those that enjoy team sports, friends could share their location to others on the network each time they work toward getting a game together. Rewarding these physically active groups could come through coupons and specials given to those that gather when they reach a certain total. All of these facets of a Gatorade mobile application are tied to the athletic spirit of the brand.

Just as ‘REPLAY’ gives consumers the opportunity to nominate their past high school sports team to be featured in the series, Gatorade’s new mobile phone application could invite users to nominate their home park, field, or gym for an update. If the company applied a tiered approach to this renovation project, nominations can be structured into categories based upon the additions sought. Those locations in greatest need of full remodels would fall at the most extensive end of the scale, with a longer

submission timeline and fewer finalist sites chosen. The winning location or locations would be selected based upon condition and need, recognizing that many Hispanics tend to live in underprivileged neighborhoods with limited access to well kept athletic facilities (Beydoun & Wang, 2007). For the other end of the spectrum, a simpler, short term renovation project could involve outfitting locker rooms with Gatorade stocked vending machines. Featuring this less extensive form of update would allow it to stand alone as a promotion. The company could reward the most frequently visited locations not among those where Gatorade drinks are currently sold. By tapping into the check-in data, the company would have significant insight into the activities their biggest consumers prefer and could most benefit from the added access to these products.

An entry would consist of the field or gym's name and location as well as a picture taken with a mobile device, taking advantage of the fact that Hispanics make greater use of data applications overall and multimedia messaging in particular. By making use of all that is possible through LBS, each of these nominated locations would be pin pointed on a map that all application users can see. They would have the option to support another user's nomination or highlight their own. By hosting a field or gym renovation, Gatorade serves to promote goodwill within predominantly Latino communities while extending the availability of places to work out and improve overall health. This is another way for the company to use its marketing to further positively participate in the nation's battle against childhood obesity.

DISCUSSION

Food and beverage manufacturers in today's U.S. economy are operating in a dynamic marketplace. To achieve success and continue serving the needs of the American public, companies must pay attention to important changes in the demographic make up of our country as well as any major issues confronting the nation. From a significant increase in the U.S. Hispanic population to the ongoing rise of obesity, marketers face as many challenges as opportunities. However, for a brand like Gatorade focused on sports and athletics, these two factors combined can be as much an obstacle as a chance to adapt to the needs of its leading consumers and in the end, play an influential role in the future direction of many similar food and beverage manufacturers.

Overview.

The U.S. Hispanic market has been growing at an unprecedented rate. With the release of the 2010 Census soon to prove the significant size of this demographic, it is unlikely that anyone will remain in doubt. According to the latest estimates, this group represents about 15.8% of the population, having long ago become the largest U.S. minority. Moreover, it is projected that the already sizeable figure of 48 million will have reached 50 by the end of the year, without stopping there (U.S. Census Bureau, 2010; Mizrahi & Konig, 2010). Among the most notable characteristics, Hispanics tend to be much younger than average compared to the population as whole. With a greater percentage of Latinos under 24 years old, their mean age is almost a full 10 years lower than that of both Whites and African Americans (U.S. Census Bureau, 2010).

Additionally, this youthful segment continues to grow, as more and more children born in U.S. are of Hispanic descent (PHC, 2010). Statistics such as these highlight the fact that the Hispanic population can no longer be neglected, as much for its sheer size as for the features that make it unique. Furthermore, this demographic will remain a worthwhile consideration, not just as consumers, but as significant contributor to the nation overall.

One of the greatest concerns currently confronting our country is the progressive rise in obesity, both as a matter of public health and an imposing financial burden upon the government. It is estimated that around 70% of U.S. adults suffer from weight problems. Of children and adolescents, almost 17% are considered obese and another 35% more at risk for this condition (Beydoun & Wang, 2007; Ogden & Carroll, 2010). As this number continues to climb, there is no reason to overlook how Latinos may be differentially affected. A review of recent trends in the prevalence of this serious health condition highlights the discrepancies given gender, age and ethnicity. Generally speaking, of those under 18 years, adolescents, males and minorities are the most likely to be overweight or obese. Also, each ethnicity contributes at different rates, with Mexican American youth among those most affected, and Whites and Asians among the least. Thus, cultural factors, among others, are likely to play an important role in the persistence of this nationwide epidemic (Ogden & Carroll, 2010).

For marketers interested in taking advantage of all the opportunities that population growth presents, negative attention is reason enough to be wary of all other factors on the rise. Gatorade and its parent company PepsiCo, as food and beverage manufacturers, have undoubtedly become aware of the concerns around sugar sweetened

products and their contribution to obesity. A great number of studies have been conducted measuring the impact of soft drinks on weight, as they are often thought to add unnecessary calories to overall energy intake. Over recent decades, consumption of sugary beverages has gone up, with children and adolescents drinking a full 135% more calories than they did 30 years ago (Wang et al., 2009). Furthermore, Hispanics tend to consume a greater amount than the general market, especially drawn to sweet, fruity flavors. As already highlighted, the rate of obesity has increased significantly over a similar time period. While studies have yet to conclusively prove that these beverages are the cause, observed changes in BMI have provided sufficient evidence to convince a large percentage of the nation.

With U.S. political and social agencies targeting food and beverage manufacturers like Gatorade, these trends could spell defeat. In fact, many companies were affected when most schools outlawed soda sales, and several officials have proposed an added “sugar tax” to stimulate a reduction in purchase (Brownell & Frieden, 2009). Marketers willing to take an active role in limiting their products’ contribution to the nation’s health problems have tried to modify operations. The recommendations herein provided have sought to offer a way to take advantage of the increase in the Hispanic youth population while being mindful of all the concerns around their higher consumption of sugary beverages and significant rate of obesity. In fact, Gatorade’s strong dedication to sports and athletic performance makes it possible to direct marketing toward positively addressing all of the trends facing the nation. While seeking to increase the popularity of

its sports drinks among leading consumers like young Latino males, the company can reach out to those who are already active and present others with ways to start.

After thorough review of the Hispanic market and the significant health issues facing our country that effect brands like Gatorade, several tactics have been developed for a tailored marketing effort to attract more young Hispanic consumers. Consideration of the beverages Gatorade currently markets as well as the potential to launch new ones has revealed products with promise. From its natural variety to a lower calorie option, the brand has several sport drinks that seem most appropriate for the target demographic given its unique preferences. These beverages are likely to appeal to favored flavors while seeking to limit a negative impact on weight. From some of the ways Gatorade is presently reaching many different types of athletes and consumers, ‘REPLAY The Series’ also stands out as an opportunity worth adapting to drawn in more Latino young adults. By offering a season focused on soccer, a sport more Hispanics play in great numbers, the brand can highlight the athletes of two teams that once had a strong rivalry, bringing them together to play once again. Not only does the series reunite a handful of young adults with exercise and athletics, it also turns these past soccer stars into potential role models for a broader range of consumers. In line with Gatorade’s heavy involvement online with young sports drink fans, it also makes sense to apply digital techniques to this market. By identifying mobile technology as a medium likely to have particular appeal among many adolescent Hispanics, a data application could be designed to incorporate the more social aspects of sports into daily life, facilitating physical activity and rewarding teens for getting together to play. All in all, the campaign ideas offered above

demonstrate careful attention to the unique facets of both the Gatorade brand and young Latinos, providing a culturally relevant, athletics-focused way to market its sports drink to new consumers.

Broader Implications.

While these recommendations are specific to Gatorade, both in the consumers seen to have the most promise and the manner in which each tactic captures the essence of the brand, there are bigger lessons to be learned from the effort. As part of campaign development it is common to consider all opportunities and challenges to future operation. Although the many issues likely to affect a company often appear to be great threats to business, it is possible to use them to one's advantage and continue to serve potential buyers. In fact, if approached strategically, these obstacles may even provide unseen circumstances to achieve that much more success, and set the standard for the industry as a whole.

First, when considering the most appropriate target market, these consumers must be analyzed from every angle. From their distinct appeal and their unique tastes to the reasons against seeking them out with targeted marketing, there are many areas from which to draw campaign direction. For Gatorade, Hispanics happened to demonstrate an increased likelihood to consume sports drinks in comparison to the general market. Additionally, with the already more youthful composition and predicted future growth of this ethnicity, Gatorade would have a larger group of consumers to appeal to. Therefore, the segment was identified as profitable. Because every company is better advised in

today's marketplace showing attention to more than a bottom line, it was recommended that Gatorade briefly reflect upon the reasons it ought not single out these youth to avoid the potential market backlash that other food and beverage manufacturers have recently faced. Some companies might have overlooked the higher prevalence of obesity among this demographic and its link to sugary beverages or seen grounds not to continue.

However, if there are ways the mission of brand can tap into something negative, such as a serious health condition affecting its target, as Gatorade could with sports and athletics, the threat becomes an opportunity. It is then up to the marketing team to bring together the best tactics, using something like obesity to drive a campaign. Given that many of today's food and beverage marketers are threatened with increased governmental regulation, like the recently proposed "sugar tax", attacking these issues on its own bodes well for companies with enough foresight. In the end, any similarly unique route to greater success, both strengthening the relationship with current buyers and drawing in new ones, is found in thorough review of the consumer segment.

From recognition of all areas that might be pertinent to business, including hot topics facing the nation, it was the aim of this proposal to develop a mutually beneficial approach. Individual elements recommended drew inspiration from many of the characteristics that distinguish young Hispanics from the population as whole. Products more applicable to their tastes as well as media with greater usage happened to be the most promising factors to consider. Current marketing efforts were given a more culturally relevant transformation, in this case bringing in soccer, a demographic specific sport. All of these applications show Gatorade's attention to who these consumers are and

how it may better serve them. Even so, with the exception of certain suggestions centered on differentiating cultural aspects, such as language, it is likely that these campaign ideas will appeal to the general market as well, allowing a company to reach multicultural consumers without excluding the broader demographic.

These recommendations capitalize on the benefits the brand can offer, first asking consumers to merely continue what they are doing, that is buying sports drinks and keeping active. For those currently less drawn to athletics, these recommendations then give a reason to try spending more on the field or in the gym, making it easier to bring friends together to play and rewarding those who do. Therefore, Gatorade helps itself by increasing sales while serving its desired target with ways to prevent its products' contribution to childhood weight issues.

This type of orientation toward campaign development takes what might originally be considered the separate arm of corporate social responsibility and makes it the way business is conducted. Not only, can this help the reputation of a company in the eyes of the entire public, but it can also give the target that is shown greater respect more of a reason to appreciate the brand. With something as controversial as a food and beverage manufacturer's role in worsening America's incidence of obesity, it bodes well for a brand that considers its contribution. Furthermore, in seeking to have a positive rather than simply neutral impact upon a significant health issue, the company can become a participant in the nation's fight instead of an adversary targeted by public health advocates, guiding and inspiring many others in the future.

APPENDIX A

Figures



Figure A1. Ben & Jerry's Flavour Generator



Figure A2. Kettle Brand Potato Chip Create-a-Chip Challenge

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